

Total Performance Analysis Of The Company Uses Prism Performance at PT Perkebunannusantara II, Tanjung Garbus Estate, North Sumatra, Indonesia.

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ABSTRACT:- Influence of globalization leads to the increasingly growing business world in Indonesia. The current industrial revolution demands the company to be able to move fast and be able to detect its position amid the development of science and technology. This research is focused on the palm oil industry with the location of research is PT Perkebunan Nusantara II Tanjung Morawa Tanjung Garbus Estate. The palm oil industry is a rapidly growing industry in Indonesia that is engaged in macroeconomic and is expected to address the problems of national economic development. The completion of this study uses the Performance Prism model which uses five perspectives: Stakeholder satisfaction, Stakeholder contribution, Strategies, Processes, and Capabilities. In this research, the performance measurement system used is also supported by several methods. Such as weighting system with Analytic Hierarchy Process (AHP) to know the priority value scale of each Key Performance Indicator (KPI), Scoring System with Objective Matrix (OMAX) method and Traffic Light System to find out the value of the company's total performance index at the corporate level and category of the index. This research uses 15 respondents as experts in the company with 58 types of KPIs. Results obtained from this study were 25 KPIs of green, 10 yellow, and 23 red. With a total performance index value of 6,336 indicating the company is in good condition with the note having to pay more attention to the 23 KPIs that are still red.

Keywords:- Performance Measurement, Performance Prism, Key Performance Indicator, Objectives Matrix, Traffic Light System

I. INTRODUCTION

The current 4.0 industrial revolution is demanding that the company be able to move fast and be able to detect its position amid the development of science and technology. Companies must be able to survive and compete in the field of production, marketing, management, human resources. The change in business development forces the company to change the old mindset and adjust it to the current situation and needs. Companies are expected to be able to identify, manage, and improve business processes comprehensively so that the company can achieve a competitive advantage and survive in the middle of the business world.

The oil palm industry is a very rapidly growing industry in Indonesia. This case is because the oil palm plant is suitable for living in Indonesian culture with high rainfall and warm temperatures. The oil palm industry has a huge impact on the Indonesian economy as it is a national strategic industry that is engaged in macroeconomic and is expected to address the problems of national economic development. The world demand for palm oil refining products has shown a tendency to increase, in line with the growing number of populations in the world that have resulted in higher consumption of products that have raw materials for processing palm oil as in food and non-food.

Competition of oil palm processing industry is currently very competitive. This case is because oil palm is the mainstay of Indonesia so that the oil palm industry is one of the largest contributors to the country. The competition comes between a Government company managed by SOE (State-Owned Enterprises) and the private sector. In the face of such competition, the company is expected to quickly respond to the changes caused by the development and advancement of science and technology. The one way that can be done by the company is by evaluating the internal competence of the company to improve the performance of the company. In the face of competition, the company is expected to quickly respond to the changes caused by the development and advancement of science and technology. One way companies can do that is by evaluating the company's internal competencies to improve the company's performance. Performance is something that can be

measured by numbers or possible communication expressions. Performance measures can be defined as parameters used to measure the efficiency and effectiveness of past actions (Neely et al., 2004). The performance measurement system also conducted by PT Perkebunan Nusantara II Tanjung Garbus Estate is currently an individual performance system so that every individual performance is well-measured. However, it has not yet represented the overall performance measurement of the PTPN II Tanjung Garbus Estate. Individual performance assessments focus only on productivity by each employee as one of the requirements for career enhancement. This case certainly has weaknesses that indicators used in employee assessment cannot yet represent the performance of PT Perkebunan Nusantara II Tanjung Garbus Estate.

Performance measurement ignores other aspects affecting company performance such as investors, customers, suppliers, employees, governments and communities viewed from the company's organization. For overcome this, it is necessary to deliver a performance measurement that can measure the performance of the company as a whole and assess the performance of the company by prioritizing the importance of harmonizing the overall stakeholder aspect into a strategic measurement framework. This stakeholder includes investors, customers, workers, suppliers, and communities. The concept of performance measurement is known as Performance Prism. Performance Prism is one of the performance measurements that has five facets that form a three-dimensional framework of a triangular prism. Top and bottom sides are stakeholder satisfaction and stakeholder contribution while the other three sides are strategies, processes, and capabilities.

There are several models or concepts developed by experts, which are used by many companies in performing performance measurements such as SMART, Performance Measurement Questionnaire, Quantum Measurement Model, The Balanced Scorecard, Malcolm Baldrige Criteria, and Performance Prism. From the overall model, which is often used in performance measurement is the Balanced Scorecard. Balanced Scorecard is a framework used to measure the performance of firms viewed from causal relationships between strategic goals (Kaplan and Norton, 1996) using four perspectives: financial perspective, customer, internal business process, and learning and growth.

Performance Prism model is the development of the Balanced Scorecard model. Performance Prism uses five perspectives: Stakeholder satisfaction, Stakeholder contribution, Strategies, Processes, and Capabilities (Neely et al., 2002). These five perspectives constitute a triangular prism, with the upper and lower sides being Stakeholder satisfaction and Stakeholder contribution, while for the upright are Strategies, Processes, and Capabilities. Performance Prism provides comprehensive and comprehensive measurement by identifying stakeholders from the investors, customers, suppliers, employees, governments, and communities around the company environment.

In this research, the performance measurement system used is also supported by several methods such as weighting system with Analytic Hierarchy Process (AHP) to know the priority value scale of each Key Performance Index (KPI), Scoring System with Objective Matrix (OMAX) method and Traffic Light System to find out the total company index value at the corporate level and category of the index. All of these methods are used to provide recommendations to companies with performance measurement results, so that companies can know the performance of unreached or problematic companies and take steps to improve.

Based on the background of the problem, the formulation of the problem is a performance measurement system conducted by PT Perkebunan Nusantara II Kebun Tanjung Garbus Estate is still general in view of the financial aspect, so the lack of performance measurement is more specific to each stakeholder and consequently the company is challenging in evaluating and planning long-term. Concerning the problem, several new questions to be answered are as follows:

RQ1: What factors became the company's consideration for the financial aspect to be a measure of the performance measurement system at PT Perkebunan Nusantara II Tanjung Garbus Estate?

RQ2: What are the factors that need to be measured to improve the total performance of PT. Perkebunan Nusantara II Tanjung Garbus Estate?

RQ3: What is the indicator used to measure total performance at PT. Perkebunan Nusantara II Tanjung Garbus Estate?

II. LITERATURE REVIEW

Performance Measurement

Performance is the result of work that can be achieved by a person or group of people within an organization qualitatively and quantitatively, in accordance with their respective authorities, duties, and responsibilities, in an effort to achieve the objectives of the organization concerned in a legal, unlawful manner, and in accordance with moral and ethical (Moeheriono, 2014). Performance is known and measured if an individual or group of employees has a standard of success set by the organization or company.

Performance measurement is a matter of urgency for the organization because an organization is unlikely to be able to regulate something that can not be measured. In the Performance Measurement and

Evaluation document: Definitions and Relationships (GAO / GGD-98-26), U.S. The General Accounting Office (GAO) provides the following definition: "Performance measurement is the monitoring and reporting of ongoing program achievements, especially the progress of the predetermined goals. This case is usually done by program or agency management. Performance measurement can measure the type or level of program activity performed (processes), direct products and services delivered by the program (output), and/or the results of those products and services (outcomes). A "program" can be an activity, a project, a function, or a policy that has a purpose or purpose that can be identified" (Franceschini et al., 2007).

According to Neely et al. (2002), performance measurement is a process of quantifying the efficiency and effectiveness of past actions. Performance measurement can also be interpreted as a periodic determination of the operational effectiveness of the parts of the organization and its personnel based on predetermined standards and criteria (Mulyadi and Setyawan, 1999)

Some performance measurement elements according to Dale Furtwengler (2002) are as follows: (1) Performance improvements, measured by Speed, Quality, Service and Value. (2) Employee development; The segments of this performance appraisal process relate to employee skills. The main task of leadership is to develop employees to create quality employees who value leadership. (3) Employee satisfaction is a critical element of performance improvement. Factors affecting employee satisfaction are diversity, development, learning, participation, recognition, and security. (4) Compensation decisions relate employee compensation to quantifiable results and by ensuring that employees can track their progress will be able to drive motivation. This case is because it is complicated to stay motivated if his appreciation is unclear. (5) Communication. Clear communication between employees and leaders will allow it to perform performance evaluations together. Moreover, this is a safety net both leader and employee will not be surprised at the next performance assessment.

Performance management

Performance management can be defined as a system that manages the management of human resources in line with the performance of employees to achieve the goals of individuals and organizations, clarity and what to achieve and how to measure them. Performance management is a way of getting better results for organizations, groups, and individuals by understanding and managing performance according to planned targets, standards and defined competence requirements. (Moehariono, 2014)

Table 1 The purpose of Performance Management

Purpose	Description	Recommendations
Strategic	Linking employee activity to organization goals	Characteristics of the employee, the required behavior and the results to be achieved
Administrative	Make records of employee performance	Administrative decisions about competence, promotion or termination based on behavior and work performance
Development	Evaluate the strengths and weaknesses of each	The decision on training and development needs to be done

Performance Management System

The company will be able to compete and survive in an increasingly global and intense competition if the company executives can pay attention to the interests of all stakeholders. The various stakeholders include investors, employees, customers, suppliers, governments, and the public. The relationship between the various stakeholders is illustrated such as an interconnected web (web) and must be carefully managed in a dynamic environment. The company is aware that if the company does not give enough attention to the satisfaction of each stakeholder, it will have an impact on the company's reputation and its market share. On the contrary, if the company observes and strives to meet the various requests/interests of each stakeholder, the company may also claim more contributions from each of these stakeholders.

Performance indicator

The performance indicator is a variable used to quantitatively express the effectiveness and efficiency of the process and operation concerning the goals and objectives of the organization (Lohman 2003). In the success of an organization, there are a Critical Success Factors which is an area that indicates the success of performance in organizational work units. This area illustrates the managerial preferences by considering key variables that can be in the form of financial and non-financial at the time specified. CSF can be used as a performance indicator or as input in determining performance indicators.

Table 2 Critical Success Factors (CSF) in determining Performance Indicators

No	Critical Success Factors (CSF)	Strategic Purpose	Performance Indicators
1	High quality and punctual service	Monitor and control the service at all times	Timely service
2	High-quality employees	Monitor employee recruitment and selection processes to produce qualified employees	The level of employee skills is in line with job assignments
3	The good and orderly financial system	Creating an effective and efficient financial system	The effectiveness of financial reporting system
4	Quality product results	Produce quality products and market acceptable	Total sales turnover

CSF often equates its understanding with Key Performance Indicator (KPI), which is actually entirely different from its meaning. If the KPI is a set of indicators that can be considered a key performance measure, both financial and non-financial to carry out operations on business units. However, KPIs are only used to detect and monitor performance only.

Table 3 KPI

Strategic Purpose	Key Performance Indicator (KPI)	
	Key Performance Outcome (Log Indicators)	Key Performance Driver (Lead Indicators)
Financial Perspective: 1. Ability to earn profits 2. Effective Company Investigation	a. Sales growth rate	a. Sales Level
	b. Profit level	b. Market share
	c. Return on Capital Employed (ROCE)	c. Income level
	d. Level of investment use	d. Total assets
Customer Perspective: 1. Mastering domestic and global markets 2. High customer growth 3. High customer satisfaction 4. Loyalty and high customer support	e. Investment / funding	e. Investment / funding
	a. Customer net profit	a. Customer profit
	b. Domestic and global market share	b. Product sale
	c. Percentage of global sales	c. Market database
	d. Percentage of customer growth	d. Competitor database
	e. Level of customer satisfaction	e. Number of customers
	f. The level of fulfillment of customer complaints	f. Survey design
	g. Customer loyalty level	g. Response time
Strategic Purpose	Key Performance Indicator (KPI)	
	Key Performance Outcome (Log Indicators)	Key Performance Driver (Lead Indicators)
Internal Business Perspective: 1. Improve the work process system better 2. Improve effective manufacturing processes 3. Strong development and research	a. Product type for international recognition	a. International recognition
	b. Percentage of defective products	b. Quality standardization
	c. Number of new products	c. Product quality
	d. The ratio of costs incurred	d. Defective product
		e. Manufacturing cycle
		f. Processing time
		g. Product design
		h. R & D investment

Performance Prism Method

Performance prism looks at the needs of stakeholders. The main characteristic of Performance prism is that it is designed to cover all the critical factors of a successful performance measurement system. The advantage of the framework is to involve all stakeholders of the organization, especially investors, customers,

end-users, employees, distributors, partnerships, communities, and government. In principle, this method works in two directions, considering the needs and wants of all stakeholders, and identifying stakeholder contributions to the organization. Measurement, in this case, is an attempt to see the problems attained due to application/management application in technology applied to improve performance.

The purpose of performance measurement, in general, is to evaluate existing performance, analyze influential factors in supporting performance improvements and reducing inhibiting factors. Prism performance philosophy is derived from a prism building that has five facets, i.e., top and bottom is the satisfaction of stakeholders and stakeholder contributions. While for the next three sides are strategy, process, and capability. The prism can also deflect the light that comes from one field to another. It shows the complexity of the performance prism in the form of interactions from the five sides. Performance prism has a performance measurement approach that starts from the stakeholder, not from the strategy. Identifying in detail the satisfaction and contribution of stakeholders will bring an organization in a decent decision-making strategy. So it is possible that the organization can evaluate the strategy that has been done before.

To determine what needs to be measured and ultimately the ultimate goal of performance measurement with the Performance Prism method, the organization should consider whatever the needs and needs of its stakeholders because the organization is said to have a good performance if it can convey what it wants from stakeholders that significantly influences the survival of their organization. These five elements have relationships with each other in representing the key to the success or failure of an organization based on Performance Prism model, as in Fig.

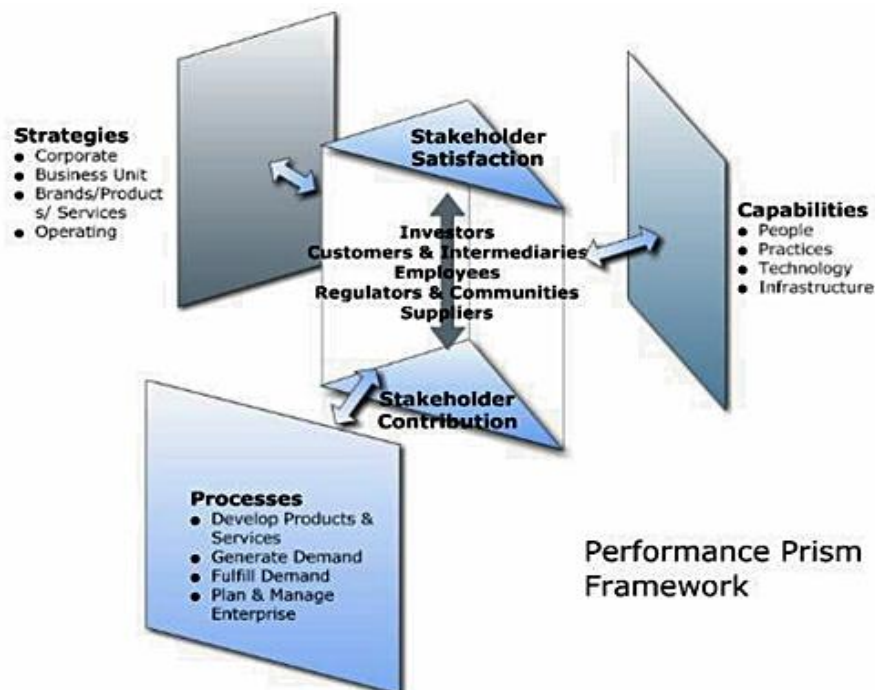


Figure 1. The scope of Performance Prism Model

Analytical Hierarchy Process (AHP)

This AHP method helps solve complex problems by structuring a hierarchy of criteria, stakeholders, outcomes and by drawing various considerations to develop weight or priorities. These methods also incorporate the strengths of the feelings and logic concerned on various issues, then synthesize various considerations that diverse become the results that match our estimates intuitively as presented in the consideration already made.

Scoring System with Model Objectives Matrix (OMAX)

The OMAX model is flexible with the measured productivity criteria. Scoring can be done with several methods, including Objective Matrix (OMAX). OBX Matrix (OMAX) is a partial productivity measurement system developed to monitor productivity in each part of the company with the appropriate productivity criteria with the presence of that part (objective). It was first developed in 1975 by James L. Riggs P.E. when he was researching productivity in the hospital.

Hypotheses Development

The hypotheses of this study are as follows:

H1; There is a significant influence of Direct Financial Compensation variable (X1) on Human Resource Productivity (Y)

H2; There is a significant effect of Indirect Financial Compensation (X2) on Human Resource Productivity (Y)

H3; There is a significant effect of Non-Financial Compensation variable (X3) on Human Resource Productivity (Y)

H4; There is an effect among Direct Financial Compensation (X1), Indirect Financial Compensation (X2), and Non-Financial Compensation (X3) simultaneously and significantly towards Human Resource Productivity (Y).

III. RESEARCH METHODS

This research type is descriptive research with the case study. Case studies are research on the status of individuals, groups, institutions or communities concerning specific or specific phases of the entire personality (Sinulingga, 2017). Independent variables in this study are stakeholder variables in each performance phase, namely satisfaction, contribution, strategy, processes and capabilities. While the dependent variable (bound) this research is the company performance variable. The population in this research is all employees who hold the structural position at PT. Perkebunan Nusantara Tanjung Garbus Estate. The choice of sampling technique is a research effort to get a representative sample representing its population. The sample used in this research is 15 people.

The sampling technique used is a non-random sampling technique considering the elements or categories in the research population (Sugiyono, 2008). The sample selected as resource persons is the lead employee at PT. Perkebunan Nusantara II Tanjung Garbus Estate. The selection of the sampling technique is because the leaders are considered experts and more competent in the company.

Data sources in this study are primary and secondary data. Primary data is the original information or data obtained directly from the object to be investigated. These data are stakeholder data, data on Key Performance Index (KPI) or indicators of satisfaction and contributions from each stakeholder; Data on the strategies, processes, and capabilities required, this data is obtained by questioning and interviewing methods for each identified stakeholder. The weight of the KPI is obtained through the dissemination of AHP questionnaires to the identified stakeholders of the company.

Furthermore, secondary data is acquired indirectly that are usually in the form of documents, files, archives, or corporate records and literature and research-related books. This data is obtained through enterprise documentation, and literature related to research.

IV. RESULTS & DISCUSSION

Results

The weight gained is processed with the Expert Choice 11 program and can be seen in table 1 below. Where the weight for each KPI is obtained with the following formula:

$KPI\ Weight = Criteria\ Weight\ (Level\ 2) \times Sub\ Criteria\ Weight\ (Level\ 3) \times KPI\ Comparison\ Weight\ (Level\ 4)$. Moreover, to show that the weight is true, then the amount of KPI weight should be equal to one.

Table 4 Weighted KPI of PTPN II Tanjung Garbus Estate

Weight of Each Level						KPI weight
Level 2		Level 3		Level 4		
Criteria Name	Criteria Weight	Sub Criteria Name	Sub Criteria Weight	KPI Name	Weight	
Investor	0,163	Stakeholder Satisfaction	0,079	Target Production Achievement	0,516	0,007
				Accuracy of LM Presentation	0,066	0,001
				RO accuracy	0,152	0,002
				Cost Minimization	0,267	0,003
		Stakeholder Contribution	0,332	Provision of Investment	0,654	0,035
				Donate and Feedback	0,346	0,019
		Strategy	0,215	Optimal Utilization of Assets	0,521	0,018

				Production Productivity	0,479	0,017		
		Process	0,170	Management Report Generation	0,451	0,012		
				IT System Application	0,549	0,015		
				Capability	0,204	Management Review	0,326	0,011
		Implementation of Information Systems	0,674			0,022		
		Customer	0,211			Stakeholder Satisfaction	0,153	Quality of FFB
				SPB Document Completion	0,211			0,007
FFB Delivery Time Speed	0,157			0,005				
Stakeholder Contribution	0,180			Profitability	0,851	0,032		
				Criticism and Advice	0,149	0,006		
				Strategy	0,143	Product Quality Check	0,471	0,014
Modernization of Equipment	0,209					0,006		
Weight of Each Level						KPI weight		
Level 2		Level 3		Level 4				
Criteria Name	CriteriaWeight	Sub Criteria Name	Sub Criteria Weight	KPI Name	Weight			
				Use of Communication Media	0,319	0,010		
		Process	0,187	Management Complain	0,223	0,009		
				Treatment of Facilities and Facilities	0,777	0,031		
		Capability	0,337	ISO 9000: 2000 audit	0,493	0,035		
				Quality Control Circle	0,507	0,036		
Employees	0,071	Stakeholder Satisfaction	0,077	Welfare Improvement	0,612	0,003		
				Improvement of Career Level	0,191	0,001		
				Health and Safety Guarantee	0,197	0,001		
		Stakeholder Contribution	0,329	Employee Productivity Achievement Level	0,301	0,007		
				Employee Discipination Rate	0,229	0,005		
				Commitment and Loyalty	0,470	0,011		
		Strategy	0,127	External Procurement Training and Seminar	0,418	0,004		
				Employee Compensation Rate	0,582	0,005		
		Process	0,123	Training Budget Management	0,518	0,005		
				Compilation of PKB (Joint Working Agreement)	0,482	0,004		
				Capability	0,345	Application of SMK3	0,475	0,012
						P2K3 audit	0,226	0,006
		Understand Work Instruction and Procedures	0,299			0,007		
		Supplier	0,425	Stakeholder Satisfaction	0,074	Payment Speed	0,484	0,015
Increase in Purchase Volume	0,264					0,008		
Supplier Retention (Working Period)	0,252					0,008		

		Stakeholder Contribution	0,396	Product Quality and Quantity Accuracy	0,821	0,138
		Strategy	0,116	Delivery Time Accuracy	0,179	0,030
				Increase in Procurement Amount	0,279	0,014
				Acceleration of Fulfilling Obligations to Suppliers	0,721	0,036
Weight of Each Level						KPI weight
Level 2		Level 3		Level 4		
Criteria Name	Criteria Weight	Sub Criteria Name	Sub Criteria Weight	KPI Name	Weight	
		Process	0,123	Booking of Ordering Plans	0,380	0,020
				Quality Control	0,620	0,032
		Capability	0,292	Implementation of Information and Technology	0,227	0,028
				Quality Control Circle application	0,773	0,096
Communities	0,129	Stakeholder Satisfaction	0,229	Job Creation Rate	0,797	0,024
				Community Development Assistance	0,203	0,006
		Stakeholder Contribution	0,220	Security of Assets and Facilities	0,742	0,021
				Community Suggestions	0,258	0,007
		Strategy	0,115	Budget Control	0,672	0,010
				Utilization of Management Information System	0,328	0,005
				Realization of Public Relations Budget	0,216	0,004
		Process	0,135	Environmental Empowerment Participation Program (CSR)	0,784	0,014
				Work Instructions Documents	0,260	0,010
				Relationships with Environmental Regulators	0,740	0,029
						TOTAL

Since the total weight for the KPI is one, the weight for each KPI is correct and will be used in the next calculation using the OMAX method and followed by the Traffic Light System.

Table 5. Target Data and Realization Key Performance Indicator Stakeholder Investor (Head Office)

No	Key Performance Indicator	Target	Realization
1	Target Production Achievement	44.850.000	40.367.170
2	The accuracy of Management Report Submission	100%	100%
3	RO accuracy	100%	100%
4	Cost Minimization	25% RKO	20 % RKO
5	Provision of Investment	100% of RKAP	80 % of RKAP
6	Donate and Feedback	4 times / report	4 times / report
7	Optimal Utilization of Assets	100 % of RKO	85% of RKO
8	Production Productivity	100% of RKAP	103,2% of RKAP
9	Management Report Making	Four times/year	Four times/year
10	Aplikasi IT System	95%	75%
11	Management Review	12 times/year	12 times/year
12	Implementation of Information Systems	95%	90%

Table 6. Target Data and Realization of Key Performance Indicator Stakeholder Customers

No.	Key Performance Indicator	Target	Realization
1	Quality of FFB	100%	100%
2	SPB Document Completion	100%	100%
3	FFB Delivery Time Speed	95%	90%
4	Profitability	100%	100%
5	Criticism and Advice	6 Times / Quarter	6 Times / Quarter
6	Product Quality Check	12 Times / Years	10 Times / Years
7	Modernization of Equipment	80%	60%
8	Use of Communication Media	95%	95%
9	Management Complain	100%	95%
10	Treatment of advice and facilities	18 Times / Quarter	15 Times / Quarter
11	ISO 9000: 2000 audit	once / year	once / year
12	Quality Control Circle	24 Times / Day	24 Times / Day

Table 7. Target Data and Realization of Key Performance Indicators Stakeholder Employees

No.	Key Performance Indicator	Target	Realization
1	Welfare Improvement	100% of RKAP	100.04% of RKAP
2	Improvement of Career Level	100%	80%
3	Health and Safety Guarantee	100% of RKAP	100.21% of RKAP
4	Employee Productivity Achievement Level	100%	95%
5	Employee Disciplination Rate	95%	95%
6	Commitment and Loyalty	100%	100%
7	External Procurement Training and Seminar	100%	100%
8	Employee Compensation Rate	100%	100%
No.	Key Performance Indicator	Target	Realization
9	Training Budget Management	100%	95%
10	Compilation Joint Working Agreement	once / year	once / year
11	Application of SMK3	100%	90%
12	P2K3 audit	once / year	once / year
13	Understand Work Instruction and Procedures	100%	100%

Table 8. Data Target and Realization of Key Performance Indicator Stakeholder Suppliers

No.	Key Performance Indicator	Target	Realization
1	Payment Speed	Three days	Seven days
2	Increase in Purchase Volume	100 % of RKAP	117% of RKAP
3	Supplier Retention (Working Period)	Six month	Eight month
4	Product Quality and Quantity Accuracy	100%	100%
5	Delivery Time Accuracy	One day	One day
6	Increase in Procurement Amount	95%	95%
7	Acceleration of Fulfilling Obligations to Suppliers	Two days	Three days
8	Booking of Ordering Plans	Seven times/week	Nine times/week
9	Pengawasan Kualitas Mutu	Three times/day	Three times/day
10	Implementation of Information and Technology	95%	60%
11	Quality Control Circle application	90%	80%

Table 9. Target Data and Realization of Key Performance Indicator Stakeholder Communities

No.	Key Performance Indicator	Target	Realization
1	Job Creation Rate	50%	43,72%
2	Community Development Assistance	90%	90%
3	Security of Assets and Facilities	80%	80%
4	Community Suggestions	20 times/year	22 times /year
5	Budget Control	100%	100%
6	Utilization of Management Information System	100%	100%
7	Realization of Public Relations Budget	100% of RKO	100% of RKO
8	Environmental Empowerment Participation Program (CSR)	IDR 20.000.000/year	IDR 25.000.000/year
9	Work Instructions Documents	95%	95%
10	Quality of Relationships with the Environment Around the Regulator	90%	85%

Investor Stakeholder Analysis

From the performance measurement that has been done on the Stakeholder Investor (head office), there are 6 KPIs that enter the red category. The KPI, among others, is the achievement of production target, cost minimization, investment provision, IT System application, optimal asset utilization and application of information system. This case shows that the achievement of PTPN II performance, Tanjung Garbus Estate in response to investors (head office) is in bad performance or company performance against the goals and objectives given by investors (head office). Some of the KPIs in this poor performance is optimally utilizing the asset and minimizing costs, and this suggests that PTPN II, Tanjung Garbus Estate tends to be wasteful in performing its performance, saving on Key Performance Indicator optimally utilizing the asset and minimizing cost. , since saving was an effort for PTPN II, Tanjung Garbus Estate to overcome financial problems. The provision of investment and the application of information systems is a means of supporting a good productivity process within the company. Therefore it is necessary to provide a decent investment.

It is hoped that the head office will realize the provision of investment following RKAP so that it can give motivation in its performance so that the achievement of production target can be fulfilled. From the results of performance measurement on Stakeholder Investors, there are three yellow KPIs that are brainstorming and feedback, making management report and management review. This case suggests that delivery to investors is good but still needs to be upgraded to get better. Moreover, the result of performance measurement on Investor Stakeholder there is three green KPIs that are the accuracy of delivery of LM, RO accuracy and production productivity. This case shows that 3 KPIs are excellent.

Stakeholder Customer Analysis

From the results of performance measurement that has been done on Stakeholder Customer, there are 4 KPI which entered in the red category. The KPI is product quality check, equipment modernization, management complain and facility and facility maintenance. This case shows that the achievement of PTPN II, Tanjung Garbus Estate in response to Stakeholder Customer is at average performance. PTPN II, Tanjung Garbus Estate has to improve product quality inspection because of the better quality of the product, the customer's desire can be fulfilled and PTPN II, Tanjung Garbus Estate further improves in facilities maintenance and maintenance of facilities such as replacing equipment that is not feasible to use and improve facilities which have been damaged by renovating it so customers can be more comfortable.

From the results of performance measurement at Stakeholder Customer, there are three yellow KPI that is the speed of delivery time of Fresh Fruit Bunch (FFB), criticism and suggestion, communication media usage. This case means that PTPN II, Tanjung Garbus Estate has achieved realistic targets and has the initiative to improve performance and is expected to be maintained by not stopping performance improvements.

Moreover, the result of performance measurement at Stakeholder Customer is 5 KPIs that enter the green category of Quality of FFB, Documentation of SPB Document, Profitability, ISO 9000: 2000 Audit and Quality Control Circle. This case shows that PTPN II Tanjung Garbus Estate in improving performance is good and it is hoped that this performance will not decrease and maintain its performance.

Stakeholder Supplier Analysis

From the performance measurement that has been done on the Stakeholder Supplier, there are 5 KPIs that enter the red category. The KPI is the speed of payment, the timing of the fulfillment of obligations to

suppliers, the arrangement of order plan, application of Information and technology and application of Quality Control Circle. This case shows that the achievement of PTPN II performance, Tanjung Garbus Estate in response to Stakeholder Supplier is in bad performance. To improve the performance of the KPI's payout speed and the acceleration of fulfillment of obligations to suppliers it is necessary to improve continuous communications to suppliers so that the duration of payment and acceleration of obligations to suppliers can be made steadily and smoothly. Moreover, for KPI application of information and technology and application Quality Control Circle, there is a need for a meeting or early instruction to use this technology as much as possible so that suppliers are easier in applying information and technologies already available.

From the performance measurement on yellow Stakeholder Supplier, there is 1 KPI that is supplier retention (working period). To improve the supplier's retention KPI (working period) is to conduct a review of the supplier's work contract so that through a review of the working years of a good supplier the company may demand maximum contribution to the supplier. Performance measurement results at the Stakeholder Supplier include 5 KPIs that fall into the green category, namely increased volume of purchases, quality and product quantities, delivery timeliness, increased procurement, and quality control. This case shows that PTPN II, Tanjung Garbus Estate has an excellent supplier in doing its job, and it is hoped that PTPN II, Tanjung Garbus Estate will maintain this good performance.

Stakeholder Employees analysis

From the results of performance measurement that has been done on Stakeholder Employees, there are 4 KPIs that enter the red category. The KPI is an increase in career path, employee productivity achievement, SMK3 implementation and training budget management. This case shows that PTPN II achievement, Tanjung Garbus Estate in welcoming Stakeholder Employees is in performance, meaning that the company is nearing realistic targets and has the initiative to improve performance both in the improvement of employee welfare and discipline.

One of the KPIs that are in bad performance is the KPIs associated with an increase in career paths. This case is because there is a lack of training competence as it requires training. However, one of the KPIs that is the management of the training budget is also a problem, and it is hoped that PTPN II, Tanjung Garbus Estate will focus more on budget management so that if employees have received education and training, it will give a good improvement. Therefore it is necessary to review the implementation of the training provided so that with the review of the education and training given can achieve the improvement of employee productivity achievement.

Performance measurement results at Stakeholder Employees have 1 KPI in the yellow category. KPI is the degree of employee discipline. This case shows that the employee's discretion is excellent. Moreover, it is hoped that PTPN II, Tanjung Garbus Estate will maintain the quality of this employee's discipline and further improve it.

Performance measurement results at Stakeholder Employees have 8 KPIs that enter the green category. The KPI is the improvement of welfare, health and safety, commitment and loyalty, external training and seminars, employee compensation, arrangement (Joint Working Agreement), P2K3 audit and instruction manuals and procedures. This shows that PTPN II, Tanjung Garbus Estate has achieved a realistic target in employee performance. It is hoped that PTPN II, Tanjung Garbus Estate will maintain this good performance.

Stakeholder Communities analysis

From the performance measurement that has been done on Stakeholder Communities, there are 2 KPIs that enter the red category. The KPI is the level of job creation and the quality of relationships with the environment. This case shows that the achievement of PT Perkebunan Nusantara II, Tanjung Garbus Estate in response to Stakeholder Communities is an excellent performance.

For KPI job creation rates occur because there is still a lack of job creation for the community that results in a weak security system for corporate assets and facilities. Improvements can be made by involving communities and local governments in safeguarding the assets and facilities of PTPN II, Tanjung Garbus Estate and organizing meetings between communities and PTPN II, Tanjung Garbus Estate to explain how the working system of PTPN II, Tanjung Garbus Estate and provide the information needed. As such, PTPN II, Tanjung Garbus Estate can reduce the burden of government in terms of reducing the number of unemployed. Tree planting and partnership programs can implement environmental and socio-cultural activities. Through this activity, the familiarity with the community can be established so that the community can give their ideas or suggestions.

Performance measurement results on Stakeholder Communities have 5 KPIs that enter the yellow category. The KPIs are environmental assistance, asset security, and facilities, workplace documents, relationships between regulatory environment and environmental empowerment (CSR) programs. This case

shows that the performance of PTPN II, Tanjung Garbus Estate in socializing with society and government is good enough. It is expected that PTPN II, Tanjung Garbus Estate will maintain this performance and further increase. Performance measurement results at stakeholder communities have three KPIs that fall into the green category. The KPI is budget control, utilization of management reporting information system and realization of public relations budget. This case shows that the performance of PTPN II, Tanjung Garbus Estate in socializing with the community and government is excellent. It is expected that PTPN II, Tanjung Garbus Estate will continue to maintain this performance

V. CONCLUSIONS & SUGGESTIONS

Conclusion

From the results of the analysis, the total performance index score is 6,336 through performance measurement analysis using the Performance Prism method through Objective Matrix (OMAX) and Traffic Light System. So can be seen in general can be said PTPerkebunan Nusantara PTPN II, Tanjung Garbus Estate is in expected performance. This case means that companies have achieved realistic targets and have initiatives to improve performance and are expected to be maintained by not stopping performance improvements.

Hopefully, for the future, Key Performance Indicators that are still in the red level are more noticeable. Because the KPI is one of the most critical indicators to advance the company. Of the 58 KPIs used as performance measurement indicators, 25 KPIs were included in the green category, 10 KPIs were in the yellow category, and 23 KPIs were in the red category. KPIs that are in the red category. The KPI consists of:

Stakeholder Investor has 6 KPIs in the red category that is the achievement of production target, cost minimization, investment provision, IT System application, optimal asset utilization and application of information system. Stakeholder Investor there are 3 KPIs that are in the yellow category that is brainstorming and feedback, managing management report, and management review. Stakeholder Investor has 3 KPIs that are in the green category, namely LM delivery accuracy, RO accuracy, and production productivity.

Customer Stakeholder there are 4 KPIs that enter the red category, ie, product quality check, equipment modernization, management complain and facility and facility maintenance. Stakeholder Customer there are 3 KPIs that are in the yellow category that is the speed of delivery time of FFB, criticisms and suggestions and use of communication media. Stakeholder Customer has 5 KPIs that are in the green category of Quality of FFB, Documentation of SPB Document, Profitability, ISO 9000: 2000 Audit and Quality Control Circle.

Stakeholder Supplier has 5 KPIs that are included in the red category that is payment speeds, accelerated fulfillment of obligations to suppliers, ordering arrangements, information, and technology application and Quality Control Circle applications. Stakeholder Supplier has 1 KPI which is entered in the yellow category, ie, supplier retention (working period). Stakeholder Supplier has 5 KPIs that enter the green category, namely the increase in the volume of purchases, the quality and quantity of the product, the timeliness of delivery, the increasing number of procurement and quality control

Employee Stakeholder there are 4 KPIs that fall into the red category, namely career progression, employee productivity achievement, SMK3 implementation, and training budget management. Employee Stakeholder there are 1 KPIs that fall into the yellow category, ie, employees' discretion. Stakeholder Employees has 8 KPIs in the green category of welfare improvement, health and safety assurance, commitment and loyalty, external training and seminar procurement, employee compensation level, arrangement (Joint Working Agreement), P2K3 audit and instruction manual and procedures.

Stakeholder Communities there are 2 KPIs that fall into the red category, namely the level of job creation and the relationship between the regulatory environment. Stakeholder Communities have 5 KPIs that are included in the yellow category: environmental assistance, asset, and facility security, community advice, environmental empowerment program (CSR), and work instruction documents. Stakeholder Communities there are 3 KPIs that enter the green category of budget control, utilization of management reporting information system and realization of public relation budget.

Recommendations/suggestions for improving KPIs that are not yet in the expected performance are by applying the concept of economic theory, computer-based network simulation (Total Quality Management (TQM), improvement of existing work culture, Competence-Based Human Resources Management (CBHRM), and Integrated Partnership and Community Development Program

Suggestions

Based on the research that has been done can be given some suggestions as follows:

PT Perkebunan Nusantara II Kebun Tanjung Garbus Estate is expected to perform performance measurement using the Performance Prism method to measure integrative and comprehensive enterprise performance

measurement. This Performance Prism method can not only be done at unit level but on every working part of PT Perkebunan Nusantara II.

Performance measurement of the next period needs to be added to the KPI as a working indicator referring to the five Performance Prism side that has been done to all stakeholders where the company does not currently have Key Performance Indicator data.

Performance measurement systems using this Performance Prism method should be reviewed periodically, so that the performance variables and KPI targets can be adapted to the latest developments, including changes in the environment, business competition, government regulation, community demand, customer needs development, latest technology development will require performance improvement standards. In order for the next research, in the data processing section, the KPI weighting can use software besides Expert Choice 11 so that it can compare the results so that it can determine the better software.

In order to limit such issues as to the performance variables and existing KPI targets, it can be tailored to the latest developments that are important to note in subsequent research.

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